

## DELEGATION AND DECENTRALISATION OF AUTHORITY

### Two Marks Questions :

**Q. 1. Define delegation.**

**Ans.** Delegation refers to such an administrative process under which the managers transfer their authority to their subordinates in a well regulated way so that the subordinates may perform their functions with independence and efficiency and hence the objectives of the organisation may be achieved.

**Q. 2. What is meant by accountability ?**

**Ans.:** The answerability of the subordinate to the superior regarding the efficient accomplishment of the given task is accountability. It originates out of the authority delegated to accomplish a given task.

**Q. 3. Define responsibility.**

**Ans.:** Whenever a superior assigns a task to the subordinate, then it is the responsibility of the subordinate to accomplish that task with efficiency. Thus, responsibility is the duty to accomplish the assigned task. It is absolute in itself and it can not be delegated further.

**Q. 4. Define authority.**

**Ans.:** Authority refers to that power which an official working in organisation has by virtue of his position. It is the power to take decisions, to direct the activities of others (subordinates) and to influence their behaviour. But, authority is related to a position and not a person.

**Q. 5. Define centralisation.**

**Ans.:** The concentration of authority or decision making power in the hands of a single manager or a small group of managers is known as centralization. Centralization limits the role of subordinates in the organisation. Centralization is useful for the small organisations. But, centralization is not suitable to large organisations.

**Q. 6. Define decentralisation.**

**Ans.:** The division or dispersion of authority or decision making power in the whole of the organisation from top level management to the lower level management is called decentralization.

### Four Marks Questions :

**Q. 1. Discuss any four principles of delegation.**

**Ans. 1. Authority should be Commensurate with Responsibility :** According to this principle, there should be balance between authority and responsibility. Authority should neither be more nor less than responsibility.

**2. Principle of Absolute Responsibility :** According to this principle, a superior can delegate authority only ; delegation of responsibility can not be done. The absolute or ultimate responsibility for the task rests with the superior only.

**3. Principle of Unity of Command :** According to this principle, a subordinate must get orders from one superior only and he should be accountable to one superior only.

**4. Principle of Delegation by Results Expected :** According to this principle, the authority delegated to any subordinate should be sufficient enough to achieve the desired results.

**Q. 2. Discuss any four importance of delegation of authority.**

**Ans. 1. Helpful in Efficient Management :** Delegation reduces the workload of the superiors. Hence, they can devote their time and energy to important functions like planning, directing and controlling etc. This ensures efficient management in the organisation.

**2. Individual Development of Employees :** Due to delegation of authority, the subordinates get the opportunity to perform important functions with independence. Consequently, individual development of employees takes place.

**3. Basis of Organisational Framework :** By determining the superior-subordinate relations, this concept determines the functional relations in the organisation. Thus, this concept lays down the basic framework of the organisation.

**4. Growth and Expansion of Organisation :** Due to delegation of authority in any organisation, personal and professional development of the employees takes place. By utilizing the services of such employees, any organisation can grow and expand rapidly.

**Q. 3. Write any four features of accountability.**

**Ans.**

- (i) It can neither be distributed nor delegated.
- (ii) It flows from bottom to top.
- (iii) It differs from responsibility.
- (iv) It has specific standards.

**Q. 4. Write any four features of responsibility.**

**Ans.**

- (i) It flows from bottom to top.
- (ii) It originates when a task is assigned.
- (iii) It is absolute. It means that it can not be delegated further.
- (iv) Responsibility and authority are two sides of the same coin.

**Q. 5. Differentiate between authority and power.**

**Ans.**

Authority	Power
Right to order. It is used due to position in the organisation.  As a person has authority due to a specific position in the organisation, so it has legitimacy. As an official rises in the official hierarchy, it increases.	Capacity to order. It is used by the individual due to his individual qualities.  It is not institutional, but personal. So, it does not have legitimacy.  It has nothing to do with organisational hierarchy.

**Q. 6. Write any four barriers in the way of delegation.**

**Ans.**

- (i) **Over Confidence of Superior in His Own Abilities :** If a superior has too much confidence in his own abilities, then delegation of authority is not possible. Such a superior thinks that only he can accomplish every task with efficiency. Hence, he does not delegate the authority.
- (ii) **Lack of Confidence in Subordinates :** If the superior does not have confidence in the efficiency of subordinates, this also acts as a barrier in the way of delegation of authority.
- (iii) **Fear of Mistakes and Criticism :** The subordinates are always fearful of making mistakes. Due to mistakes, there is fear of criticism also. So, due to the fear of mistakes and criticism, the subordinates fear to accept delegated authority.
- (iv) **Lack of Self-Confidence :** Most of the subordinates lack self-confidence. So, they hesitate to accept the delegated authority.

**Q. 7. Write any four advantages of centralization.**

**Ans.**

- (i) **Uniformity :** Under centralization, all the decisions are made by the top level management. This

brings uniformity in the actions.

- (ii) **Co-ordination** : Under centralization, all the departments follow uniform policies. This brings appropriate co-ordination among various departments.
- (iii) **Economies** : Centralization yields economies of scale.
- (iv) **Facilitates Evaluation** : The comparison and evaluation of the performance of various departments can be done easily. This helps to improve efficiency.

**Q. 8. Write any four advantages of decentralisation.**

**Ans.**

- (i) **Reduction in the Working Burden of Top Executives** : Due to decentralization, top executives can assign routine tasks to the managers at lower levels. This reduces the working burden on the top executives.
- (ii) **Quick Decisions** : As a consequence of decentralization, decision making power is in the hands of those managers who supervise the functioning of the organisation. Hence, whenever there is need for making a quick decision, it can be taken easily and quickly.
- (iii) **Suitable for Growth and Expansion of Organisation** : As there is growth and expansion of the organisation, it becomes large in size. Hence, an organisation needs decentralization whenever its growth and expansion take place.
- (iv) **Motivation to Subordinates** : As a consequence of decentralization, managers at lower levels in the organisation are given freedom to take various decisions. This increases their knowledge, experience and skill. Thus, decentralization plays an important role in motivating the subordinates.

**Q. 9. Write any four differentiate between delegation and decentralisation.**

**Ans.**

Delegation	Decentralization
Delegation is of individual nature. Under it, a superior assigns authority to a subordinate. Thus, it involves only two persons.	Decentralization is collective by nature. Under it, top level managers assign authority to lower level managers. Thus, it involves the whole of the organisation.
Under it, control is in the hands of one who delegates the authority.	Under decentralization, top managers have less control and supervision.
Delegation of authority is compulsory. If the manager wants the tasks to be done by the others, then it is essential to delegate the authority.	Decentralization is not compulsory, rather it is voluntary. It depends upon the will of the top level management.
Despite delegation, final responsibility rests with the official who delegates the authority. He can delegate authority, but not responsibility.	After decentralization, responsibility is also transferred. Due to decentralization, responsibility gets transferred from top managers to departmental heads.